2 1 MAR 1977

MEMORANDUM FOR: DD/A/ODP
DD/P/ODP
C/SPS
C/MS
C/Admin Staff
✓ LXO

FROM   : Clifford D. May, Jr.

SUBJECT   : ODP Board of Directors

1. Since I became Director, I have talked frequent-
ly to many of you regarding the need for better management
information to be visible at the Office Director level.
In this regard, the area of Processing is of particular
importance. This is because we spend most of our money
in Processing and it is Processing that mainly affects
our image to our customers. Work is going on to improve
our ability to measure our performance on the various
systems we operate to report operational performance
data to management. On the Applications side, the MBO
system provides a degree of management visibility on
those activities. In SPS we are passing through a cri-
tical period where much reporting is necessary and we
can expect this to continue into the future, although I
would hope that the reporting can take a turn towards
progress on the objective rather than continued review
of justification.

2. Accordingly, I am establishing an ODP Board of
Directors composed of key officials in the Office which
will meet regularly to thoroughly review ongoing activi-
ties and review plans and major resource expenditures.
The attached paper describing the ODP Board of Directors
incorporates comments from the draft paper which was
circulated on 11 March 1977. It provides sufficient
guidance to get this program underway. I am prepared to
make such changes in the future as are necessary to im-
prove the functions of the Board. I ask for your cooper-
ation in making this a mutually profitable venture.

STATINTL

    3. Please note that the first meeting has been
rescheduled from 11 & 12 April to 18 & 21 April.

                                        Clifford D. May, Jr.

Attachment: a/s

OFFICE OF DATA PROCESSING

BOARD OF DIRECTORS

STATINTL

29 March 1977

OFFICE OF DATA PROCESSING

BOARD OF DIRECTORS

CONTENTS

1 - Introduction

The ODP Board of Directors is the senior management group of ODP. It is composed of:

Director, Data Processing, Chairman
Deputy Director for Applications
Deputy Director for Processing
Chief, Special Projects Staff
Chief, Management Staff
Executive Officer, Secretary

The Board will meet bimonthly to review management, operations, and financial matters. In such meetings the members of the Board of Directors meet as individuals, i.e., they are not representatives of their respective components but rather individuals participating in the management and direction of the Office of Data Processing.

Boards of Directors are considered as an essential management and control group for profit making organizations, but they can also be found in many non-profit organizations.

The goal of the ODP Board of Directors is to understand the major activities and resources in the Office and, through this knowledge, to resolve issues, see that necessary policy and procedures are developed for running the Office, and set the future course for the Office.

A second but very important goal is to use the presentations to the Board as a means of developing the briefing and communication skills of personnel.

2 - Membership

The Board of Directors will consist of six members as below:

Chairman: Clifford D. May, Jr. Director, Data Processing
Members (by right of ODP organizational positions):
Deputy Director, Applications
Deputy Director, Processing
Chief, Special Projects Staff
Chief, Management Staff
Executive Officer

Secretary

STATINTL

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3 - Contents of Meetings

The Board will be concerned with various information as indicated below:

-- The productivity of our plant or processing facility. How much capacity do we have in our major computer systems? How much of this capacity is being used? How reliable is our service to the customer? What changes or expansions are needed in these systems? How efficient are our processing facilities?

-- The accomplishments, current status, and future plans for major projects in development This information already appears for Objectives in the Management by Objectives Program and could be used also for presentations to the Board. The Board will be particularly interested in the objectives for:
>   CAMS
>   TADS
>   Indicators for Program Evaluation
>   .   Computer Plans
>   SAFE
>   GAS
>   Payroll
>   CAMPS
>   CENCO
>   PERSIGN II
>   RAPID

-- Personnel Management and Administration Under this topic the Board will want reports on the status of EEO, APP, PDP, SEMP, AIM, and other special personnel programs. The Board will want reports on headroom, promotions, hires, training, travel and other statistical information, so that a comprehensive picture of the personnel situation can be had. Assuming that an ODP Personnel Management Handbook is published, the Board will entertain proposals for changes to the Handbook intended to keep it in tune with the times.

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-- Program, Budget, and Financial Information
The Board will review programs and budgets and
consider any realignment or adjustment of funds
or positions that may become necessary or desir-
able.

-- Policies and Procedures
The Board will consider policy alternatives when
a need for policy has been perceived or brought to
its attention. Procedures, the methods for imple-
menting policy or carrying out the activities of the
Office, will be prepared by the component of
primary concern in ODP. The Board may review
these procedures from time to time, and recommend
changes, as necessary.

-- In-Depth Project Briefings
The Board will select certain Projects for in-depth
review. These reviews will cover considerably more
ground than the type of review that may be made for
MBO status reports. These in-depth reviews may be
thought of as A to Z reviews. That is, they will
cover the history for the project from inception
to present, current activities related to the pro-
ject, and long range plans. Major milestones in
this history and plan will be highlighted together
with the accomplishments, problems, estimated costs,
etc. In effect, the briefing should be cast so
that a manager or outsider with little or no know-
ledge of the Project would gain a reasonably good
comprehension of the total effort.

-- Other Special Items
Other special items not covered above may
be placed on the Board's agenda by Board
members. Special ad hoc task groups may be
designated by the Board to develop the necessary
information for the Board's review.

4 - Format for Meetings

Meetings will normally take place in the ODP Conference
Room. A minimum of two full days will be reserved for each
meeting.

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An Agenda will be prepared and distributed at least one week in advance of the scheduled meeting.

Except for specific policy, procedure, or issue matters where a decision is required, no papers need be distributed with the Agenda.

A standup briefing with appropriate viewgraphs and/or handouts will be used for reports to the Board. These briefings should be conducted by action-level personnel, not Board members. Briefers should be prepared to answer such questions as the Board may need to ask to gain a better understanding of the project, problem, or issue. The relationship between the Board and the briefer should be as allies rather than adversaries.

An initial format for the financial briefings has been defined. The format for the status of major projects in development will follow the form used for MBO. For all subject matter presented the briefer should provide a simple format that effectively presents summarized information to the Board. The Board may recommend changes in format from time-to-time for certain reports that are regularly presented to the Board. This will be an evolutionary process aimed at developing more effective presentations.

5 - Schedule

Regular meetings will be held on the second Monday and Tuesday of even numbered months. This should normally allow for information that is prepared for the DDA Bimonthly Management Conferences to be reviewed first by the ODP Board of Directors. Special meetings will be arranged as necessary to accommodate the full range of information needed by the Board.

The schedule for the balance of 1977 is:

> April 18&21 (revised date)
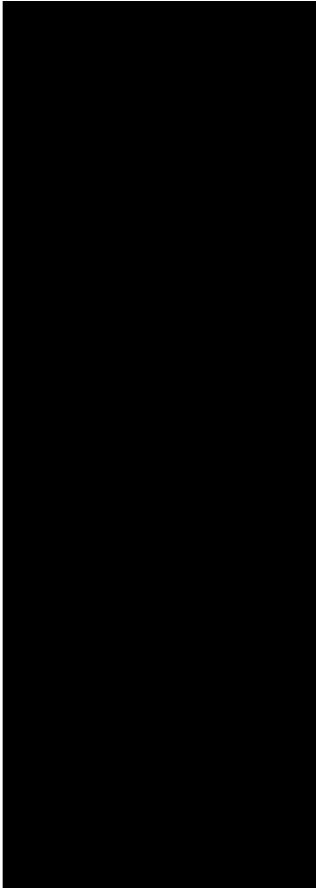> June 13-14
> August 8-9
> October 10-11
> December 12-13

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First Bi-Monthly Meeting
of ODP Board of Directors

April 18&21, 1977

AGENDA

April 18

9:00-9:30	Opening Remarks	C. D. May, Jr.
9:30-2:00	Briefings on Current DDA/DCI Level Objectives	STATINTL

9:30-9:45	CAMS
9:45-10:00	Evaluation of Program
10:00-10:15	Computer Plan
10:15-10:30	SAFE
10:30-10:45	GAS
10:45-11:00	BREAK
11:00-11:15	PAYROLL
11:15-11:30	CAMPS
11:30-11:45	CENCO
11:45-12:00	PERSIGN II
12:00- 1:00	LUNCH
1:00- 1:15	RAPID
1:15- 1:30	Allocation System
1:30- 1:45	Mini Study
1:45- 2:00	Update Regulations
2:00- 2:45	Processing Productivity and Performance
2:45- 3:00	BREAK

In-Depth Project Briefings

3:00- 4:30	SAFE

April 21

9:00-10:30	TADS
10:30-10:45	BREAK

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April 21 (Continued)

Personnel Management & Administration   **STATINTL**

10:45-11:30   Reports on EEO, AIM, APP, PDP,
               SEMP and CSGA Data

               Policy and Procedures

11:30-12:30   Status Report and Discussion of
               Issues for ODP Personnel Managemen
               Handbook
1:30-2:50   Minicomputer Issues   C. D. May, Jr.
2:50-3:00   BREAK
                                                   STATINTL
               Program, Budget, Finance

3:00- 3:30   Review of Financial Status
3:30- 4:30   Program & Budget, Status/Issues

               Conclusion

4:30- 5:00   Appraisal by Board of Directors   All Members

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